

**BOARD OF DIRECTORS MEETING – PUBLIC**  
**To be held on Wednesday 24<sup>th</sup> June 2015**

<b>Title of Report:</b>	Report on Safe Nurse Staffing	
<b>Sponsoring Director:</b>	Dilly Wilkinson, Director of Nursing(Acting)	
<b>Author(s):</b>	Dilly Wilkinson, Director of Nursing(Acting)	
<b>Background Paper(s):</b>		
<b>Assurance Framework Link(s):</b>	4.1.4; 4.2.1	
<b>CQC Link(s):</b>	1,2,4,5	
<b>Corporate Objective(s) supported by this paper:- (please tick)</b>	Patient care/Experience ✓	Service Development/ Stakeholders ✓
	Service Delivery ✓	Achieving targets ✓
	Workforce ✓	
<b>Legal Implication(s):</b>	Legal claims reduced as quality and safety improved.	
<b>Resource Implication(s):</b>		
<b>Impact on Health Inequalities including Equality &amp; Human Rights:</b>	Affects all patients equally	
<b>Patient and/or Public Involvement:</b>	MAP and PAF visits and audits are supported and responded to appropriately.	
<b>Purpose of Report:</b>	To provide the board with the monthly safer staffing update.	
<b>Report Summary:</b>	<ul style="list-style-type: none"> <li>• This report reviews the staffing for May 2015 and confirms that the daily escalation remains in place</li> <li>• There has been a small decrease in vacancy levels across all wards</li> <li>• Monthly national submissions of staffing levels continues to be published on the NHS Choices website</li> </ul>	
<b>Recommendation(s):</b>	<ul style="list-style-type: none"> <li>• The Board is asked to accept the most recent safe staffing report</li> </ul>	
<b>Acronyms and Abbreviations</b>		

### Safe Nurse Staffing 24<sup>th</sup> June 2015

This report to Board of Directors includes the monthly update of the safer nurse staffing levels and the submission of the data to be uploaded nationally and published on the NHS Choices website.

#### Performance for May (1<sup>st</sup> - 31<sup>st</sup>)

WARD	Budgeted (qualified)	Budgeted (unqualified)	Active Vacancy (qualified)	Active Vacancy (unqualified)	RED	AMBER	GREEN
Adam Bede	15.60	10.00	0.70	0.00	0	1	89
Alexandra	17.90	9.30	6.48	0.17	0	1	89
AMU	37.70	21.30	2.40	0.51	0	18	72
Bob Jakin	15.60	10.00	0.70	0.32	0	0	90
CCU	13.90	0.00	2.22	0.00	0	1	89
Elizabeth	20.10	11.80	4.07	0.20	0	4	86
Felix Holt	14.00	11.80	0.80	+1.08	0	8	82
Melly	18.30	11.30	0.30	0.90	0	11	79
Nason	17.90	11.30	3.85	1.00	0	7	83
Victoria	17.10	11.30	2.90	1.00	0	4	86
Mary Garth	16	10	5.91	2.40	1	0	89
<b>Total vacancies</b>	188.10	108.10	<b>30.33</b>	<b>5.42</b>			
ITU	42.07	1.40	4.0	0.0			
A&E	32.68	8.90	0.37	0.22			
<b>Maternity</b>							
Delivery	76.2	14.12	1.4	0.61			
Drayton							
SCBU	20.56	2.97	0.0	0.3			

#### Red and Amber shifts

Since the implementation of the staffing escalation process, the Board has received a monthly report which describes the number shifts that are designated as red, amber or green based on their compliance with the planned staffing. The planned staffing numbers are based on the findings of the acuity study which is undertaken on a twice yearly and reported to the Board. The Board received the most recent acuity study findings last month.

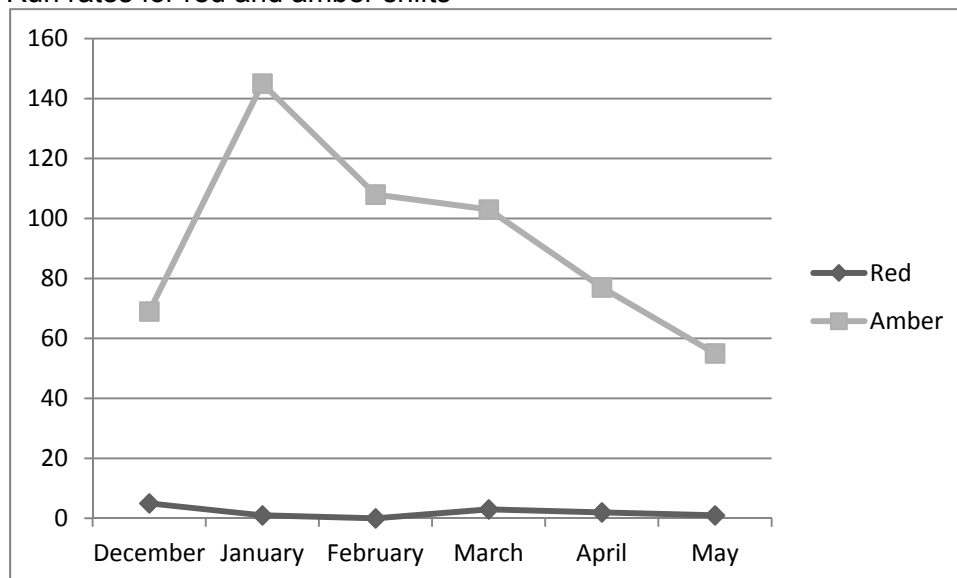
- **Green shifts** are correct against the planned staffing levels both in numbers and skill mix(qualified and unqualified)
- **Amber shifts** are when the total number of staff is correct but the skill mix is less than the planned staffing levels.
- **Red shifts** are when neither the total number nor the skill mix are as planned.

The vast majority of shifts are green (average 89.5%) or amber (average 10%). This is achieved through active management of staff across the whole organisation. The Matrons in hours and the on-sites out of hours move staff to ensure areas are covered as safely as possible. It is occasionally necessary to make one area amber to prevent another area becoming red.

The table overleaf shows the number of red and amber shifts by month for the organisation as a whole. The total number of shifts per month is 990 to 1,023 depending on the number of days in the month.

In May, 1 Red shift took place due to agency staff not turning up for a night shift. No adverse safety concerns were found.

Run rates for red and amber shifts



### Vacancies

In month all actions remain in place as listed below to address the vacancies in both qualified and unqualified nurses. The senior nursing team is to lead an open day in early July to allow nursing, AHP and medical staff who are interested in a role at GEH to attend. The planned event will include an opportunity to look around the site, see where we have vacancies, to discuss their own issues and desires and invitation to a recruitment event within a week of the event. The event is still in the planning stage and the time scales are short but this date has been chosen as it is prior to summer holidays and staff recruited would be available to start before winter 2015.

Table shows current qualified nurse vacancies by month

	Nov	Dec	Jan	Feb	March	April	May
<b>Wards</b>	16.55	15.45	25.32	25.66	24.59	34.69	30.33
<b>Mary Garth</b>	9.43	10.18	6.31	6.31	6.31		

Vacancies are shown by month by whole time equivalent.

### Mitigation

As with previous reports the following actions are ongoing:

- Fortnightly recruitment events
- Recruitment for values
- Advertising for band 5 nurses to continue on NHS jobs with fortnightly closing dates
- Practice Development team ensure that both newly qualified and new to Trust nurses are retained and developed.
- Practice Development visits the university to talk to third year student nurses about working at the Trust
- Clinical Induction in place to ensure nurses feel welcomed and are inducted to the Trust's vision and ethos
- Healthcare Certificate programme for HCAs commenced in April 2015

**Retention and turnover**

Early data shows a high turnover in a number of areas which has led to the need for a deeper dive into the monthly trend figures. It is assumed that areas where there is high turnover may struggle to maintain quality outcomes. Therefore a further study of turnover data is continuing with the outcome to be shared with the Board in due course.

**Temporary workforce and future developments**

MONITOR and TDA have launched a joint Agency Diagnostic Toolkit which includes a self assessment tool to look at temporary workforce issues, bank and agency usage and ability to improve staffing and reduce costs. This will be part of the work plan of the workforce work stream of the new Transformation Programme.

Further work with finance to identify and implement improvements regarding rosters are on-going and will be reported in due course.

**National Submission of safer Staffing Data**

This is the data which is uploaded nationally and published on the NHS Choices website.

Ward name	Day		Night	
	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)
Alexandra	102.8%	107.1%	102.2%	100.0%
Victoria	99.1%	103.9%	101.1%	100.0%
Nason	96.8%	111.6%	103.3%	109.4%
ITU	100.0%	-	100.0%	-
Adam Bede	110.2%	94.5%	100.0%	100.0%
Elizabeth	100.0%	103.2%	100.0%	120.8%
Bob Jakin	108.6%	89.8%	100.0%	101.6%
Melly	94.9%	117.4%	100.0%	139.4%
Felix Holt	96.3%	109.0%	101.6%	100.0%
CCU	99.5%	87.5%	100.0%	100.0%
AMU	99.3%	106.5%	106.5%	105.0%
Lydgate	72.7%	-	100.0%	125.0%
Delivery	101.6%	100.0%	97.5%	96.8%
Drayton	100.0%	100.0%	130.6%	100.0%
SCBU	100.0%	100.0%	100.0%	100.0%

**Conclusion**

This paper has drawn attention to escalation processes and current vacancies and has described to work being undertaken to mitigate the risks associated with this. In month risks continue to be managed and daily escalation remains in place.